DEFENSE CONTRACT MANAGEMENT COMMAND
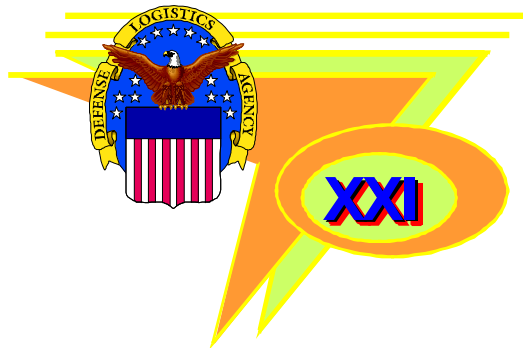
Criteria for
Performance Excellence

1999
Supplement

Defense Contract Management Command

XXI

Prepared by the
Performance Assessment Team
DCMC-BC

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The DCMC 1999 Supplement to the DLA Criteria for Performance Excellence (the "Criteria") supports management effectiveness in three ways. First, a DCMC *Criteria Model* (page 2) provides a sequential or process perspective of the Criteria and their inherent management process. Second, a *CAO Annual Performance Cycle* (page 6) aligns DCMC budgeting, planning and assessment activities. And third, the DCMC *Criteria* (page 15) provide DCMC oriented questions and examples for management attention.

This year, the Criteria recognize DCMC's dual-focused mission within the DoD Systems Acquisition Process. On one hand, we work very hard to support acquisition program managers and procuring contracting officers *(our procurement customers)* in every way possible. At the same time, we support DoD acquisition executives and functional stakeholders *(our acquisition sponsors)* through over-arching processes for risk-based acquisition surveillance and reform. DCMC attains organizational excellence when both sponsors and customers are completely satisfied with our contract administration services.

The management process and evaluation questions in this Criteria Guidebook will help us attain this goal.

[Signed]

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INTRODUCTION

Since 1994, DCMC has been using the Criteria for Performance Excellence ("Criteria") as an organizational effectiveness evaluation tool. The Criteria are essentially a robust management model focusing on continuous improvement and customer and sponsor satisfaction. DCMC has made considerable commitment to the Criteria and requires all organizational levels to complete a Unit-Self Assessment (USA) using the Criteria. Organizational gaps (tasks not done or needing improvement) and overlaps (duplication of tasks) identified through the evaluation process can be fed into improvement plans resulting in a self-correcting organizational performance system.

Last year's DCMC Criteria Model has been streamlined and modified to highlight *risk management* and *surveillance planning* during the Process Management and Improvement phase (see pages 2-4).

The updated **DCMC Criteria Model** continues to provide a logical flow for decisions, planning and actions taken to achieve organizational objectives, and the model accommodates multiple *acquisition sponsor* requirements such as the FAR, GPRA, PPBS, the DoD Management Control Program, and DLA corporate guidance. Additionally, the model reflects DCMC's operating environment and provides an integrating process for DCMC's customer and sponsor requirements, long- and short-range planning, goals and objectives, infrastructure and management controls including policy and procedures, organization structure, resource allocation, facilities and information systems, process management and improvement and performance assessment.

Use of the Criteria Model at DCMC Headquarters will facilitate deployment of integrated policies, processes, "tools" and training at all levels of the organization.
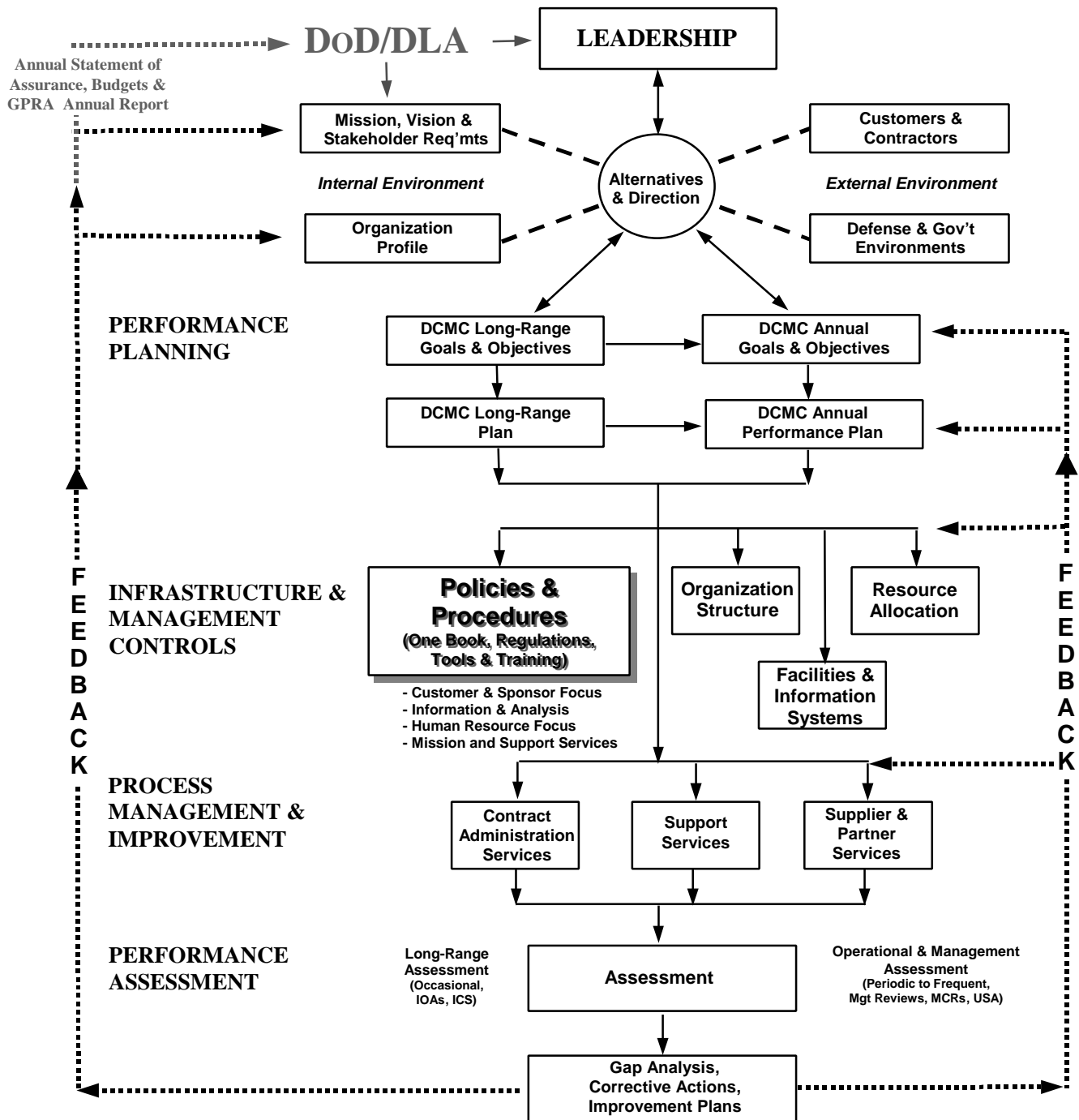
At District and CAO levels, the model provides a framework for optimizing customer and sponsor focus, process implementation, risk-based surveillance and performance results.

Comments and suggestions will be appreciated!

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THE DCMC CRITERIA MODEL

DCMC Criteria Model–*A Process Perspective*

THE ELEMENTS OF DCMC's CRITERIA MODEL

Leadership – *The senior leader and his or her direct reports.* Senior leaders must set directions and have personal involvement in the creation of values, goals, strategies, and systems for guiding all activities and decisions of the organization including planning, communications, performance review, and employee recognition. Leadership includes structured and unstructured methods that senior leaders use to execute their responsibilities. Executive and resource allocation councils, commander's calls, official newsletters, staff meetings, top level organization structure, and performance reviews such as MMRs are examples.

Mission, Vision & Stakeholder Requirements – *Mission defines an organization's basic purpose— "what, where, how, and why."* "Stakeholder" refers to anyone having an "interest" in an organization. *Acquisition sponsors, procurement office customers,* employees, suppliers and partners, and the public and the community are all stakeholders. "Acquisition Sponsor" refers to DoD acquisition executives (and their regulations and charters). DCMC's mission is inherent in its charter from DLA and UNSECDEF (Acquisition & Technology) who serves as the Defense Acquisition Executive (DAE) and in the requirements of the Federal Acquisition Regulation (FAR) for contract administration. The vision statement is a motivational statement that reinforces the mission statement. The vision is "how well" the mission will be accomplished.

Organizational Profile – *The quantity and quality of human, physical and financial resources available to an organization and the organization's values, principles, philosophy, and desired image.* These are the assets of an organization—the elements that provide products and services. The profile includes strengths or weaknesses of management, the workforce, and the organizational structure.

Customers & Contractors – *The "operating environment" provides day-to-day "opportunities and challenges" to an organization.* Customer requirements for DCMC are those of the Service Acquisition Executives (SAEs), the Program Executive Officers (PEOs), and program or buying offices. End users represented by these immediate customers are our U.S. operating forces. A contractor's ability to perform under a contract and the cost, schedule, and performance risks associated with contractual requirements have significant influence on a CAO's implementation of contract administration requirements. The "Contractor Risk Management" process is used to identify, analyze and plan for contractor risk elements.

Defense & Government Environments – *The "remote environment" includes conditions, trends and forces generally beyond an organization's control which influence options and planning.* Generally, this element presents long-range "opportunities and challenges" to an organization. At DCMC level, acquisition reform and declining budgets are examples of external environment factors that affect planning. The remote environment includes OSHA and EPA as they apply to the CAO and contractor.

Alternatives & Direction – *Leadership considers customer and sponsor requirements and challenges provided by the external environment to identify alternative courses of action.* These alternatives are then evaluated relative to mission, vision, stakeholder requirements, and organizational capability to identify "desirable and realistic" direction for the organization which, in turn, leads to organizational objectives and planning. Direction is guided and balanced by the interests of all stakeholders.

DCMC Long-Range Goals and Objectives – *Goals are generalized and open-ended attributes for an organization such as "best or leader."* Objectives are target values or dates for achieving organization-wide goals. Goals may include customer and sponsor satisfaction, reduced cost, and employee development and satisfaction. DCMC has three goals: great customer service, efficient and effective business processes, and enabling DCMC people to excel.

DCMC Long-Range Plan – *This plan provides the general rationale and plan, including major (strategic) initiatives, for attaining DCMC's long-range objectives.* When DCMC was formed in 1992, a "horizontal integration" strategy for combining service CAS organizations was in effect. Since then, DCMC has pursued a combination of "cost reduction" and "customer focus" strategies to ensure cost-effective CAS support for declining Defense procurements.

DCMC Annual Goals and Objectives – *Annual goals and objectives are functionally and operationally oriented and provide a basis for DCMC's consolidated annual Performance Plan.*

DCMC Annual Performance Plan and Supplements – *Specific, measurable statements for individual organizational (functional and operational) units.* Each unit's plan represents their contribution to the overall organization and is based on the organization's function or particular operating circumstances. Annual goals and objectives are more specific than, but are linked to, long-range goals and objectives. DCMC's plan includes operating objectives and target values in many cases. Other objectives are stated in qualitative or milestone form. CAOs provide supplements for internal goals and objectives.

Infrastructure and Management Controls – *Infrastructure and management controls institutionalize performance planning and guide repetitive decisions. Through organizational structure, resource allocation, facilities and information systems, technology, leadership, culture and rewards; long-range planning takes hold of daily life.* Institutionalization includes combinations of functional and operational action plans, policies, procedures, and performance standards for all organizational levels. Action plans and systems for DCMC are derived from the DCMC Long-Range Business and Performance Plans which, in turn, reflects the analyses and choices made in earlier phases of the model. DCMC's One Book provides a combined set of mission, management and support *policies and processes* which incorporate multi-functional operating strategies. Surveillance Plans are an example of operating strategies for handling contractor risk elements. Administrative procedures are provided by a wide range of DoD and DLA directives and instructions. Also, three mission and support "systems" identified in the Criteria are: customer and sponsor focus, information and analysis, and human resource focus.

- **Customer and Sponsor Focus** – Both "knowledge" of DoD "operating environments" (DAE, SAE, PEO, and program and buying offices) and "management" of "customer and sponsor satisfaction and relations" are continuous through senior leader and staff contacts at all levels of DCMC. District Customer Liaison Representatives and CAO Program Integrators and team leaders provide day-to-day customer interface.

- **Information and Analysis Focus** – These systems, in DCMC, include the Automated Metrics System (AMS), PLAS, MOCAS, DBMS and many others.

- **Human Resource Systems** – Multi-functional teams (storefront) are work systems. DASC personnel systems used by DCMC include Individual Development Plans (IDPs) and employee performance rating and recognition systems.

Process Management and Improvement – *CAOs conduct the daily business of providing contract administration and internal support services and work with suppliers and partners.* DCMC's "Contractor Risk Management" process focuses surveillance effort on contract performance risk.

- **Contract Administration Services** – This is DCMC's core mission area—CAS.

- **Support Processes** – Internal processes including accounting, budgeting, training, managerial or cost accounting, timekeeping, CAO property management, and many other systems.

- **Supplier and Partner Processes** – DCAA and DFAS are considered to be key partners and suppliers of services and information to CAOs.

Also during this phase, performance data is accumulated over monthly, quarterly, and yearly operating periods for review at all levels of the organization. Performance measures and objectives are provided in the DCMC annual Performance Plan. Operational data is internal, detailed and narrow in scope and is reviewed on a very frequent basis. Management data is moderately broad in scope and aggregated for comparison to objectives on a periodic basis. Long-range data includes external information, is broad in scope, and is aggregated and reviewed on an occasional basis.

Assessment, Gap Analysis, Corrective Actions, and Improvement Plans – *Evaluating results against standards provides a results-oriented basis for performance improvement and long-range planning.* Three broad types of assessment systems include:

- **Operational** assessment systems are post-action systems which include budget, schedule, and non-financial measures (key success factors) representing important financial, operational or functional performance. At the operating level, supervisors and team and group chiefs adjust workload, resources and surveillance and ensure timely and quality services. Metrics summaries, obligation plans, and MOCAS reports are examples.

- **Management** assessment systems mix post-action and in-process reviews. At management levels, these systems provide feedback on the effectiveness of policies, procedures, action plans, and performance objectives including cycle time, quality, cost, and employee morale. CAO level MMRs or COBs and Headquarters MMRs/FMRs are examples.

- **Long-range** assessment systems involve review of in-process results at predetermined points such as project phases, critical events within phases, and significant resource commitments. Yearly or multi-year timeframes are involved. Long-range assessment also involves monitoring internal and external environments for changes that would impact current planning and operations. Long-range results provide feedback on the attainment of long-range goals and planning. At the CAO level, the annual USA and three-year MCR cycles are examples. For DCMC, ICS, IOAs and SMRs are examples.

Weak areas and changed planning factors result in corrective actions, improvement plans or updated action and performance plans.

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THE CAO's PERSPECTIVE

The DCMC Criteria Model

From the CAO's perspective, the upper part of the DCMC Criteria Model must seem "set in concrete" by DCMC and District Headquarters. The DCMC Long-range Plan, the annual Performance Plan, One Book, and budget and FTE allocations are facts of life—the CAO's mission is one of execution. Then, how is this "big-picture" model relevant?

The answer is that **it is relevant** to the CAO. While mission, vision, and acquisition sponsor requirements are largely flow-down in nature, the CAO's organizational profile and the particular set of customer and contract requirements are unique to the CAO.

In the Customers & Contractors part of the model, long-range customer requirements become available to CAOs through DCMC customer liaison representatives and CAO Program Integrator interfaces with program and buying offices. Long-range CAO planning is necessary, for instance, as programs and contractors transition from development to production phases or as contractors change operations in response to corporate re-direction. Also, the Performance Based Assessment Model (PBAM) is a CAO tool that is used to assess contractor risk. PBAM results become the basis for long-range CAO risk management including PROCAS, multi-functional surveillance, and scheduling of Management Control Reviews (MCRs).

Many of the elements of the middle section of the model, *Infrastructure and Process Management*, are subject to standardized DCMC processes. However, implementation of these elements is largely driven by the particular mix of a CAO's contract administration requirements. The model is useful for balancing and integrating CAO requirements and resources.

Assessment systems available to the CAO include local MMRs (and COBs) based on metrics and other data, Management Control Reviews as process standardization systems, local ICS results, and the Unit Self-Assessment (USA).

The DCMC Criteria Model can be used as a framework for planning, management and assessment of CAO operations.

CAO Annual Performance Cycle

An annual cycle of CAO level planning, budgeting, and assessment activities, including DCMC unique elements of the Criteria Model, is depicted in the milestone flow chart on page 6.

The Unit Self-Assessment

The USA is an assessment tool that provides the CAO an annual "step back and take a look at ourselves" opportunity. As observed by one CAO commander, "the value added is in the process, not the product."

The USA is intended to be a concise description of an activity's management processes and performance results. While narrative format is most often used, other methods are acceptable. Bulletized and flow-chart formats are encouraged. Also, MMR or COB charts may be substituted for the Results Category provided they include adequate measures and indicators based on the activity's business environment and Performance Plan.

The USA is an effective vehicle for integrating results from multiple assessment tools. Performance reviews (MMRs/COBs) can be addressed in Item 1.1. Customer satisfaction surveys apply to Item 3.2. Internal Customer System surveys relate to Item 5.3. MCRs apply to process management in Items 6.1, 6.2 and 6.3, and to performance review in 1.1. PowerPlay metrics charts for the Seven Rights and feeder metrics can be used in Items 7.1 through 7.5.

Gap Analysis

Ultimately, the purpose of the USA is to identify and correct weak areas in an organization's management system. Most CAOs do some form of "root cause" analysis when weak areas (gaps) or duplications are identified. Software is available which facilitates writing and "gap analysis" of the USA. Copies of this software (BaSE) were distributed to CAOs in 1998.

Intent

The intent of the Criteria is to facilitate understanding and application of the Criteria to the Contract Administration Office. For this purpose, pages 17-38 provide DCMC oriented questions and examples of standard and common practices.

CAO ANNUAL PERFORMANCE CYCLE

FISCAL YEAR / EVENT	2nd QTR			3rd QTR			4th QTR		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
USA & Gap Analysis									
Long-Term Business Plan & Annual Performance Plan (HQ)									
Budget/Business Case (CAO) & Mid-Year Budget Review									
CAO Performance Contract									
PBAM (Upon Contract Award)						As Required			
Surveillance Plans, PROCAS, etc.						As Required			
MCR Risk Assessment (Contractor & Internal Risk)									
CAO Self-Assessment Schedule									
MCRs (Internal Compliance Reviews)							As Determined by CAO		
Internal Customer Survey & Report									
Monthly Performance, Metrics, Resource & Action Tracking									
Annual Statement of Assurance									
Annual Performance Plan Update & Final Plan									

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CORE CONCEPTS, PRINCIPLES AND VALUES

The Criteria are built upon a set of core concepts, principles and values which are the foundation for integrating key business requirements within a results-oriented framework. Many of these tenets (below) apply to all categories. Others (following pages) apply to specific Categories.

Acquisition Sponsors and Procurement Customers

An organization's performance system needs to focus on and balance interests of all stakeholders—acquisition sponsors, procurement customers, employees, suppliers and partners, the public, and the community. To meet sometimes conflicting and changing aims that balance implies, long-range planning needs to explicitly address all stakeholder requirements to ensure that actions and plans meet the differing needs and avoid adverse impact on any stakeholder. Particularly, for DCMC, the interests of Acquisition Executives in a reliable and consistent Defense Acquisition Process and the focus of Program Managers on their program present a "balancing" environment for CAOs. On one hand, DCMC works very hard to support acquisition program managers and procuring contracting officers *(our procurement customers)* in every way possible. At the same time, DCMC supports DoD acquisition executives *(our acquisition sponsors)* through over-arching processes for acquisition surveillance and reform. The use of a balanced composite of performance measures offers an effective means to communicate requirements, to monitor actual performance, and to marshal support for improving results. The government executive has the basic responsibility of balancing the necessity of being entrepreneurial with directed missions and functions. DCMC attains organizational excellence when both customers and sponsors are completely satisfied with our contract administration services.

Alignment

Alignment refers to unification of goals throughout the organization and consistency of processes, actions, information, and decisions among organizational units in support of these goals.

Effective alignment requires common understanding of purposes and goals and use of complementary measures and information to enable planning, tracking, analysis, and improvement at three levels: the organization level, the key process level, and the work unit level.

Comparisons – Benchmarking and Competitive Comparisons

Benchmarking is the process of systematically comparing and measuring products, services, and processes against "best practices," "best-in class" achievements, and performance of similar activities, inside or outside government. At its essence, benchmarking involves systematically looking at proven ways to provide better customer service and adapting these ways to an organization's operations. It turns the "not-invented-here" philosophy on its head, by focusing on the best practices of other organizations.

Competitive Comparisons refer to examining an organization's current processes against effective and efficient processes of other organizations which are competitors in the organization's markets, or with similar missions or functions in the government. Competitive Comparisons often are less systematic and rigorous than Benchmarking, and without detailed exploration of the differences in underlying methods.

Customer Classifications

External customers are those who use or are directly affected by the organization's products or services—those for whom the organization is in business. They can be grouped into classifications according to their relationship to the government as a supplier: voluntary, entitled and compelled users of the organization's products or services. Voluntary users choose to use the product/service, such as visitors to national parks and users of government statistics. Entitled users have an automatic legal right to benefit from the program, such as recipients of social security benefits and users of veterans hospitals. Compelled or "obliged" users fall under the jurisdiction of government programs that are prescriptive in nature. Defense procurement offices are "compelled or obliged customers" to the extent that they are obliged to delegate contract administration to DCMC by DFARs unless retention meets certain specified exceptions.

Internal customers refers to employees within the organization who receive goods and services produced elsewhere in the organization and act upon them in the production chain, ultimately leading to the organization's final output of goods and services.

CORE CONCEPTS, PRINCIPLES AND VALUES

Cycle Time

Cycle time refers to responsiveness, and completion time measures—the time required to fulfill commitments or to complete tasks. Cycle time and related terms are used in the Award Criteria to refer to all aspects of time performance.

Time measurements play a major role in the Award Criteria because of the great importance of time performance to improving performance and competitiveness. Other time-related terms in common use are: set-up time, change-over time, delivery time, and time to market.

Fast Response

Success in competitive markets and meeting increasing public expectations of government requires ever-shorter cycles for new or improved product and service introduction. Also, faster and more flexible response to customers is now a more critical requirement. Major improvement in response time often requires simplification of work organizations and work processes. To accomplish such improvement, the time performance of work processes should be among the key process measures. Other important benefits can be derived from this focus. For instance, response time improvements often drive simultaneous improvements in organization, quality, and productivity. Hence it is beneficial to consider response time, quality, and productivity objectives together.

High-Performance Work

High performance work refers to work approaches systematically directed toward achieving ever higher levels of overall performance, including quality and productivity.

Approaches to high-performance work vary in form, function, and incentive systems. Effective approaches generally include: cooperation between management and the workforce, including workforce bargaining units; cooperation among work units, often involving teams; self-managed/self-directed responsibility (sometimes called empowerment); individual and organizational skill building and learning; flexibility in job design and work assignments; an organizational structure with minimum layering ("flattened") where decision making is decentralized and decisions are made closest to the "front line;" and regular use of performance measures, including comparisons. Some high-performance work systems use monetary and non-monetary incentives based upon factors, such as organizational performance, team and/or individual contributions, and skill building. Also, some high-performance work approaches attempt to align the design of organizations, work, jobs, and incentives.

Measures and Indicators

Measures and indicators refer to numerical information that quantifies (measures) input, output, and performance dimensions of processes, products, and services. Measures and indicators might be simple (derived from one measurement) or composite.

The Criteria do not make a rigid distinction between measures and indicators. However, some users of these terms, and portions of the Criteria, use the term indicator: (1) when the measurement relates to performance rather than to inputs; (2) when the measurement relates to performance but is not a direct or exclusive measure of such performance (e.g., the number of complaints is an indicator of dissatisfaction, but not a direct or exclusive measure of it); and (3) when a performance or measure is a predictor ("leading indicator") of some more significant performance (e.g., gain in customer satisfaction might be a leading indicator of increased demand).

Partnership Development

Organizations should seek to build internal and external partnerships to better accomplish their overall goals.

Internal partnerships might include those that promote labor-management cooperation, such as agreements with unions. Agreements might entail employee development, cross-training, or new work organizations, such as high-performance work teams. Internal partnerships might also involve creating new working relationships among organization units to improve flexibility and responsiveness.

External partnerships might be with customers, suppliers, and education organizations for a variety of purposes, including education and training. An increasingly important kind of external partnership is the strategic partnership or alliance with other government organizations with similar or complementary missions. A partnership might permit the blending of an organization's core competencies or leadership capabilities with complementary strengths and capabilities of partners, thereby enhancing accomplishment of each partner's mission. Internal and external partnerships should seek to develop longer-range objectives. Partners should address the key requirements for success of the partnership, means of regular communication,

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CORE CONCEPTS, PRINCIPLES AND VALUES

approaches to evaluating progress, and means for adapting to changing conditions. In some cases, joint education and training could offer a cost-effective means to help ensure success.

Continuous Improvement and Learning

Achieving the highest levels of performance requires a well-executed approach to continuous improvement. The term "continuous improvement" refers to both incremental and "breakthrough" improvement. Improvement needs to be "embedded" in the way the organization functions. Embedded means: (1) improvement is part of the daily work of all work units; (2) improvement is practiced at individual, work unit, and organization levels; (3) improvement processes seek to eliminate problems at their source; and (4) improvement is driven by opportunities to innovate and do better, as well as by problems that must be corrected. Sources of improvement include: employee ideas; research and development; customer input; and benchmarking or other comparative performance information.

Improvement and learning include: (1) enhancing value to customers through new and improved products and services; (2) reducing errors, defects, and waste; (3) improving responsiveness and cycle-time performance; (4) improving productivity and effectiveness in the use of all resources; (5) improving the organization's performance in fulfilling its public responsibilities and serving as an organization citizenship role model; and (6) developing new business opportunities. Thus, improvement and learning are directed not only to providing better products and services, but also to being more responsive and efficient.

Performance

Performance refers to numerous results information obtained from processes, products, and services that permits evaluation and comparison relative to goals, standards, past results, and to others. Most commonly, the results address quality, efficiency and time, and might be expressed in non-financial and financial terms.

Four types of organization performance are addressed in the Criteria: (1) operational, including product and service quality, (2) customer-related, (3) financial, and (4) mission/program.

Operational performance refers to performance relative to effectiveness and efficiency measures and indicators. Examples include cycle time, productivity, and waste reduction. Operational performance might be measured at the work unit level, the key process level, and the organization level.

Product and service quality performance refers to performance relative to measures and indicators of product and service requirements derived from customer preference information. Examples include reliability, on-time delivery, defect levels, and service response time. Product and service quality performance generally relates to the organization as a whole.

Customer-related performance refers to performance relative to measures and indicators of customers' perceptions, reactions, and behaviors. Examples include customer retention, complaints, customer survey results, and changes in demand for products and services. Customer-related performance generally relates to the organization as a whole.

Financial performance refers to performance using measures of cost and revenue, including asset utilization, asset growth, value added per employee, cost savings and cost avoidances. Financial measures are generally tracked throughout the organization and are also aggregated to give organization-level, composite measures of performance. Examples are return on investment and return on assets.

Mission/program performance refers to non-financial measures used to assess the organization's success in achieving its intended purposes, goals and objectives. As with financial performance measures, they generally are tracked throughout the organization and are also aggregated to give organization-level, composite measures of performance.

The Criteria also address supplier performance, which refers to measures of: 1) supplier and partner-provided goods and services used by the organization in developing its final goods and services, and 2) services provided by contractor employees working within the organization, but supervised by the contractor.

CORE CONCEPTS, PRINCIPLES AND VALUES

Performance Goal

Performance goal refers to a target level of performance expressed as a tangible, measurable objective against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

Process

Process refers to linked activities with the purpose of producing a product or service for a customer (user) within or outside the organization. Generally, processes involve combinations of people, machines, tools, techniques, and materials in a systematic series of steps or actions.

In some situations, process performance might require adherence to a specific sequence of steps, with documentation (sometimes formal) of procedures and requirements, including well-defined measurement and control steps.

In many service situations, particularly when customers are directly involved in one or more steps of the service, process is used in a more general way to spell out what must be done, possibly including a preferred or expected sequence. If a sequence is critical, the service needs to include information for customers to help them understand and adhere to the sequence. Service processes involving customers require guidance to the servers on handling contingencies related to differing circumstances and to customers' actions or behaviors.

In some cases, such as strategic planning, research, and analysis, process does not necessarily imply formal sequences of steps. Rather, process implies general understanding regarding competent performance, such as timing, options to be included, evaluation, and reporting. Sequences might arise as part of these understandings.

Productivity

Productivity refers to measures of efficiency of the use of resources. Although the term is often applied to single factors, such as manpower (labor productivity), machines, materials, energy, and capital, the productivity concept applies as well to the total resources consumed in producing outputs. Overall productivity usually called total factor productivity is determined by combining the productivity of the different resources used for an output. The combination usually requires taking a weighted average of the different single factor productivity measures, where the weights typically reflect costs of the resources. The use of an aggregate measure such as total factor productivity allows a determination of whether or not the net effect of overall changes in a process possibly involving resource tradeoffs is beneficial.

Effective approaches to performance management require understanding and measuring single-factor and total-factor productivity, particularly in complex cases when there are a variety of costs and potential benefits.

Category 1.0—Leadership

Setting Direction: An organization's senior leaders need to set directions and create a customer and sponsor orientation, clear and visible values, and high expectations. Reinforcement of the values and expectations requires personal commitment and involvement. The leaders' basic values and commitment need to address all stakeholders and include areas of public responsibility. The leaders need to guide the creation of strategies, systems, and methods for achieving excellence and building capabilities. The strategies and values need to guide all activities and decisions of the organization. The senior leaders need to commit to the development of the entire workforce and should encourage participation and creativity by all employees. Through their personal involvement in planning, communications, review of organization performance, and employee recognition, the senior leaders serve as role models, reinforcing the values and building leadership and initiative throughout the organization.

Leadership System: Leadership system refers to how leadership is exercised throughout the organization—the basis for the way that key decisions are made, communicated, and carried out. It includes structures and mechanisms for making decisions and reinforcing values, expectations and behaviors. It also includes the formal and informal bases and mechanisms for leadership development used to select leaders and managers, to develop their leadership skills, and to provide guidance and examples regarding behaviors and practices.

An effective leadership system creates clear values respecting the capabilities and requirements of employees and organization stakeholders, and sets high expectations for performance and performance improvement. It builds loyalties and teamwork based upon the values and the pursuit of shared purposes.

CORE CONCEPTS, PRINCIPLES AND VALUES

It encourages and supports initiative and risk taking, subordinates organization to purpose and function, and minimizes reliance on chains of command that require long decision paths. An effective leadership system includes mechanisms for the leaders' self-examination, receipt of feedback, and improvement.

Organization Responsibility and Citizenship: An organization's leadership should stress its responsibilities to the public and good citizenship. This responsibility refers to basic expectations of the organization—operating ethics and protection of public health, safety, and the environment. Health, safety, and environmental considerations include the organization's operations as well as the life cycles of products and services. Organizations need to address factors such as resource conservation and waste reduction at their source. Planning related to public health, safety, and the environment should anticipate adverse impacts that may arise in facilities management, production, distribution, transportation, use and disposal of products. Plans should seek to prevent problems, to provide a forthright organization response if problems occur, and to make available information needed to maintain public awareness, safety, and confidence. Inclusion of public responsibility areas within a performance system means meeting all local, state, and Federal laws and regulatory requirements. It also means treating these and related requirements as areas for continuous improvement "beyond mere compliance." This requires that appropriate measures be created and used in managing performance.

Practicing good citizenship refers to leadership and support—within limits of an organization's resources—of publicly important purposes, including areas of organization responsibility. Such purposes might include education improvement, improving health care value, environmental excellence, resource conservation, community services, improving operating practices, and sharing of non-sensitive quality-related information. Leadership as an organization citizen also entails influencing other organizations, private and public, to partner for these purposes. For example, individual organizations could lead efforts to help define the obligations of other government entities to their communities.

Category 2.0--Long-Range and Action/Performance Planning

Long-Range View of the Future: Successful pursuit of an organization's goals and mission requires a strong future orientation and a willingness to make long-range commitments to all

stakeholders—acquisition sponsors, procurement customers, employees, suppliers, the public, and the community. Organizations should anticipate many types of changes including those that may affect customers' expectations of products and services; technological developments; changing expectations of Congress, the Executive Branch and special interest groups; changing customer segments; evolving regulatory requirements; community/societal expectations; and thrusts by alternative service and product providers. Short- and long-range plans, strategic objectives, and resource allocations need to reflect these commitments and changes. Major components of such long-range commitment include developing employees and suppliers and fulfilling public responsibilities.

Long-Range (Strategic) Planning: Long-range or strategic planning is the process of setting strategic directions and determining key action and performance plans, and for translating plans into an effective performance management system. A single organization-wide long-range plan may be published. The process leads to establishment of general goals and objectives, including outcome-related goals and objectives, for the major functions and operations of the organization, and for establishment of annual performance goals linked to the general goals and objectives. It addresses: 1) how the goals and objectives are to be achieved, including operational processes, skills and technology, and the human, capital; 2) information and other resources required to meet those goals and objectives; 3) key factors external to the organization and beyond its control that could significantly affect the achievement of the general goals and objectives; and 4) how evaluations are used in establishing or revising goals and objectives. The terms "Long-Range Planning" and "Strategic Planning" as used in the Criteria, are consistent with the requirements established by the Government Performance and Results Act.

Action and Performance Plans: Action and performance plans refer to principal organization-level activities, derived from short- and long-range strategic planning. In simplest terms, action plans follow functional lines and are set to accomplish those things the organization must do well for its strategy to succeed. Each major organizational element (department or bureau) may publish a action or performance plan to describe, in greater detail and in functional terms, its part of the long-range plan. Action plan development represents the critical stage in planning when general strategies and goals are made specific so that effective organization-wide understanding and deployment are possible. Deployment of action plans requires analysis of overall resource needs and creation of aligned

CORE CONCEPTS, PRINCIPLES AND VALUES

measures for all work units. Deployment might also require specialized training for some employees or recruitment of personnel.

An example of an action plan element for a government organization supplying goods and services in competition with private-sector suppliers might be to develop and maintain a price leadership position. Deployment should entail the design of efficient processes, analysis of resource and asset use, and creation of related measures of resource and asset productivity, aligned for the organization as a whole. It might also involve the use of a cost-accounting system that provides activity-level cost information to support day-to-day work. Unit and/or team training should include priority setting based upon costs and benefits. Organization-level analysis and review should emphasize overall productivity growth. Ongoing competitive analysis and planning should remain sensitive to technological and other changes that might greatly reduce operating costs for the organization or its competitors.

Category 3.0--Customer and Sponsor Focus

Customer/Sponsor-Driven Quality: Quality is judged by customers and sponsors. All product and service features and characteristics that contribute value to customers and lead to customer satisfaction and preference must be a key focus of an organization's management system. Value, satisfaction, and preference may be influenced by many factors throughout the customer's overall experience in using the organization's products and services. These factors include the organization's relationship with customers that helps build trust, confidence, and loyalty. This concept of quality includes not only the product and service characteristics that meet basic customer and sponsor requirements, but it also includes those features and characteristics that enhance them and differentiate them from alternative and competing offerings. Such enhancement and differentiation may be based upon new offerings, combinations of product and service offerings, rapid response, or special relationships.

Customer- and sponsor-driven quality is thus a strategic concept. Customer and sponsor requirements drive the organization's strategic plan of how it will realize its goals—how it will achieve performance results that lead to customer and sponsor satisfaction, recognizing the inherent differences in relationships with different categories of customers. Processes are developed to meet customer and sponsor needs, measurement systems are developed to track progress, and information is collected and used to improve work processes and the products and services delivered to customers. In high-performing

organizations, everyone in the organization shares the vision, has a sense of community and commitment to a common purpose of meeting customer requirements, and works together to create an alignment of the goals of the organization.

Category 4.0--Information and Analysis

Management by Fact: Performance management systems depend upon measurement and analysis of performance. Such measurements must derive from the organization's strategy and encompass all key processes and the outputs and results of those processes. Data and information needed for performance measurement and improvement are of many types, including: sponsor, customer, product and service performance, operations, market, competitive comparisons, supplier, employee-related, and cost and financial. Analysis refers to extracting larger meaning from data to support evaluation and decision making at all levels within the organization. Such analysis may entail using data to reveal information—such as trends, projections, and cause and effect—that might not be evident without analysis. Facts, data, and analysis support a variety of organization purposes, such as planning, reviewing organization performance, improving operations, and comparing organization performance with others working in similar environments or with "best practices" benchmarks.

A major consideration in the use of data and analysis to improve performance involves the creation and use of performance measures or indicators. Performance measures or indicators are measurable characteristics of products, services, processes, and operations the organization uses to track and improve performance. The measures or indicators should be selected to best represent the factors that lead to improved customer, operational, strategic and financial performance. A system of measures or indicators tied to customer and/or organization performance requirements represents a clear basis for aligning all activities with the organization's goals. Through the analysis of data obtained from the tracking processes, the measures or indicators themselves may be evaluated and changed. For example, measures selected to track product and service quality may be judged by how well improvement in these measures correlates with improvement in customer satisfaction.

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Category 5.0--Human Resource Focus

Employee Participation and Development: An organization's success in improving performance depends increasingly on the skills and motivation of its workforce. Employee success depends increasingly on having opportunities to learn and to practice new skills. Organizations need to invest in the development of the workforce through education, training, and opportunities for continuing growth. Such opportunities might include classroom and on-the-job training, job rotation, and pay for demonstrated knowledge and skills. On-the-job training offers a cost-effective way to train and better link training to work processes. Workforce education and training may need to utilize advanced technologies, such as electronic support systems, computer-based learning, and satellite broadcasts. Increasingly, training, development, and work units need to be tailored to a diverse workforce and to more flexible, high-performance work practices.

Major challenges in the area of workforce development include: (1) integration of human resource management—selection, performance, recognition, training, and career advancement; (2) developing, cultivating and sharing the organization's knowledge that is possessed by its employees; and (3) aligning human resource management with business plans and strategic change processes. Addressing these challenges requires acquisition and use of employee-related data on skills, satisfaction, motivation, safety, and well-being. Such data need to be tied to indicators of organization or unit performance, such as customer satisfaction, customer retention, and productivity. Through this approach, human resource management may be better integrated and aligned with business directions.

Category 6.0--Process Management

Design Quality and Prevention: To achieve high performance, organizations need to emphasize design quality—problem and waste prevention achieved through building quality into products and services and efficiency into production and delivery processes. Design quality includes the creation of robust or failure-resistant processes and products. Costs of preventing problems at the design stage usually are much lower than costs of correcting problems that occur "downstream." Accordingly, organizations need to emphasize opportunities for innovation and interventions "upstream" at early states in processes. This approach yields the maximum cost benefits and takes the greatest advantage of improvements and corrections. Such upstream intervention also should take into account the organization's suppliers.

Increasingly, design quality includes the ability to incorporate information gathered from diverse sources and data bases that combine factors such as customer preference, alternative offerings, societal changes, and external research findings and developments. Therefore, an emerging element of performance excellence is the strategic use of integrated information systems to enable electronic performance networking and to improve and measure mission performance. Government and industry alike face, and in many cases have solved, information management challenges by developing enterprise information systems; that is, systems that operate across entire organizations of unique and diverse functional elements.

From the point of view of public responsibility, the design stage is a critical decision point. The government organization's responsibility is to be proactive; i.e., beyond compliance. Design decisions affect process waste streams and the composition of municipal and industrial wastes. The growing demands for a cleaner environment mean that organizations' design strategies need to include environmental factors.

Consistent with the theme of design quality and prevention, improvement needs to emphasize interventions "upstream"—at early stages in processes. Such upstream intervention also needs to take into account the organization's suppliers.

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1999 DCMC CRITERIA

Two steps were taken in developing the 1999 DCMC Criteria for Performance Excellence. First, the DLA Criteria were edited based on the President's Quality Award Criteria to provide references relevant to the government environment such as "mission," "resource utilization," and "similar organizations" and to remove generic descriptions and notes that are available in the DLA Criteria.

The second step was to add DCMC oriented questions and examples of, or references to, DCMC standard and common practices. These latter additions are found throughout the Supplement in the form of "bordered" or "boxed" paragraphs. A caution. These questions are intended to make the Criteria more tangible to DCMC senior leaders, managers and USA writers—not to limit the scope of the USA. The USA should respond to the Criteria concisely, yet comprehensively, to reflect the CAO's management effectiveness and performance results.

Categories/Items

1   Leadership
      1.1   Organizational Leadership
      1.2   Public Responsibility and Citizenship

2   Long-Range and Action/Performance Planning
      2.1   Long-Range Plan Development
      2.2   Action and Performance Plan Deployment

3   Customer and Sponsor Focus
      3.1   Customer and Sponsor Knowledge
      3.2   Customer and Sponsor Satisfaction and Relationships

4   Information and Analysis
      4.1   Measurement of Organizational Performance
      4.2   Analysis of Organizational Performance

5   Human Resource Focus
      5.1   Work Systems
      5.2   Employee Education, Training, and Development
      5.3   Employee Well-Being and Satisfaction

6   Process Management
      6.1   Mission Processes
      6.2   Support Processes
      6.3   Supplier and Partnering Processes

7   Business Results
      7.1   Customer and Sponsor Focused Results
      7.2   Financial and Mission Results
      7.3   Human Resource Results
      7.4   Supplier and Partner Results
      7.5   Organizational Effectiveness Results

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Organization and Operational Overview

The Organization and Operational Overview is an outline of the organization's operations, addressing what is most important to the organization, the key influences on how the organization operates, and where the organization is headed. The Overview is intended to help both writers and reviewers understand what is relevant and important to the organization and its performance. The Overview should include the following topics:

Basic description of the organization:

(1) Mission and Vision.

(2) Relationship to parent and subordinate organizations including mission and resource determination.

(3) A profile of the organization's resources including:

- Organization chart.
- Identification of senior leaders and middle managers (Commander, Deputy Group Chiefs, Team Leaders, etc.).
- Workforce.
- Facilities.
- Information infrastructure (LANs, desktops, laptops, software).

(4) Major sponsors and their requirements.

(5) Major customers and their requirements.

(6) Major contractors and their Defense & NASA business base.

(7) Major suppliers and partners.

(8) Other important factors including initiatives.

1999 DCMC CRITERIA FOR PERFORMANCE EXCELLENCE

1 Leadership

1.1 Organizational Leadership   **Approach – Deployment**

Our leadership systems focus on performance excellence, and our leaders set direction, reinforce values and base decisions, including resource adjustments, on organizational review and performance results.

a.   Senior Leadership Direction

(1)   How do senior leaders set, communicate, and deploy organizational values, performance expectations, and a focus on creating and balancing value for customers, sponsors and other stakeholders? Include communication and deployment through your leadership structure and to all employees.

(2)   How do senior leaders establish and reinforce an environment for empowerment and innovation, and encourage and support organizational and employee learning?

(3)   How do senior leaders set directions and seek future opportunities for your organization?

> How do senior leaders operate day-to-day? What are their interfaces with mission and administrative activities?
> - Staff meetings, "Top-Four" meetings, topic meetings
> - Personal interaction, site visits, e-mail, Local Area Network (LAN)
> - Management councils
> - Storefront

> Top level organizational structure is a leadership system. Has Storefront been properly implemented at the senior leader level?

> How do senior leaders establish Performance Plan goals, objectives and tasks for the forthcoming fiscal year based on the Command's Performance Plan? Is the organization's Performance Plan coordinated with the District Commander and tertiary commanders? How involved are senior leaders in Management Councils?
> - Flow-down from Headquarters and District
> - Local goals, objectives, and tasks
> - AFIs from ICS; USA Gap analysis
> - Interfaces with customers and contractors through Management Councils

> How do senior leaders address these subjects? How visible are mission, vision, goals, objectives, principles, and values in the organization?
> - Commander's Calls   - All-Hands Meetings
> - CAO Newsletter   - Bulletin Boards
> - Employee Councils   - Personal interaction, site visits
> - Retread awards   - Mentoring
> - Labor/Management Councils

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b.   Organizational Performance Review and Resource Allocation

(1)   How do senior leaders review organizational performance and capabilities to assess organizational health, competitive performance, and progress relative to performance goals and changing organizational needs? Include the key performance measures regularly reviewed by your senior leaders.

(2)   How do you translate organizational performance review findings into priorities for improvement, resource allocations, and opportunities for innovation and reinvention?

(3)   What are your key recent performance review findings, priorities for improvement, and opportunities for innovation? How are they deployed throughout your organization and, as appropriate, to your suppliers/partners and key customers to ensure organizational alignment?

(4)   How do senior leaders use organizational performance review findings and employee feedback to improve their leadership effectiveness and the effectiveness of management throughout the organization?

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Does the CAO conduct systematic performance review or reviews? How is performance information dispersed throughout the organization, and where appropriate, to customers and suppliers (contractor, DCAA, DFAS)?
- MMRs and Metrics Data
- USA and gap analysis
- Management Control Review Records
- Performance Plan status/progress
- Customer satisfaction and dissatisfaction results
- Human Resource results
- Budget performance
- Contractor results
- Administrative data

What are the senior leaders' roles and personal involvement in performance review? Who else attends? Who makes the decisions?
- MMRs and Metrics Data   - USA and gap analysis
- Human Resource results   - Budget performance
- Contractor results   - Administrative data
- Management Control Review Records
- Performance Plan status/progress
- Customer satisfaction and dissatisfaction results
- IOA Reports

How do senior leaders use information from performance reviews? What decisions have been made as a result of performance reviews? Does performance review information become the basis for workload adjustments? For example, would an increase in ULOs detected through the MMR process result in a personnel detail to clear the backlog?
- Resource adjustments   - Process redesign
- Improvement projects   - Surveillance plan changes
- Requests for Corrective Action Plans   - Recommended One Book Changes

How have USA, ICS and other sources of feedback been used to improve leadership systems?

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1.2 Public Responsibility and Citizenship   **Approach – Deployment**

We integrate professional and public responsibility and citizenship into every activity.

a.   Responsibilities to the Public

   (1)   How do you address the impacts on society of your products, services, and operations? Include your key practices, measures, and targets for regulatory, legal, and ethical requirements and for risks associated with your products, services, and operations.

   (2)   How do you anticipate public concerns with current and future products, services, and operations? How do you prepare for these concerns in a proactive manner?

   (3)   How do you ensure ethical business practices in all stakeholder transa ctions and interactions?

> Example:
> - Ethics briefings
> - Adopt-a-School program
> - Toys for Tots
> - Adopt-a-needy family

b.   Support of Key Communities

   How do your organization, your senior leaders, and your employees actively support and strengthen your key communities? Include how you identify key communities and determine areas of emphasis for organizational involvement and support.

> Examples:
> - Combined Federal Campaign
> - Blood Donor Programs
> - Community Service Councils
> - Savings Bonds

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2 Long-Range and Action/Performance Planning

2.1 Long-Range Plan Development   **Approach – Deployment**

We use a systematic approach for balancing business factors with organizational capability and for planning and organizing for the long-range.

a. Plan Development Process

(1) What is your long-range planning process? Include key steps and key participants in the process.

(2) How do you consider the following key factors in your process? Include how relevant data and information are gathered and analyzed.

- acquisition sponsor, procurement customer, public and other stakeholder needs/expectations, including new product/service opportunities
- contractor, technological, program and acquisition reform challenges and changes
- risks: internal, contractor and program
- your competitive environment and capabilities, including use of new technology
- financial, societal, and other potential risks
- your human resource capabilities and needs
- your operational capabilities and needs, including resource availability
- your supplier and/or partner capabilities and needs

> Who does what in the process? Have all these factors been considered? If required, has a business case been submitted to request additional resources? How is the gap analysis from the previous year's USA used in the process?

b. Long-Range Objectives

What are your key long-range objectives and your timetable for accomplishing them? In setting objectives, how do you evaluate options to assess how well they respond to the factors in 2.1a(2) most important to your performance?

2.2 Action and Performance Plan Deployment   **Approach – Deployment**

We have action and performance planning and/or plans for functional, operational, and/or support areas, and we have resources, measures, and tracking systems to achieve our long- and short-range objectives and planning and to improve trends.

a. Action and Performance Plan Development and Deployment

    (1) How do you develop action and performance action plans that address your key long-range objectives? What are your key short- and longer-range action and performance plans? Include key changes, if any, in your products/services and/or your customers/markets.

        (a) Long-range organization planning/plan.

        (b) Short-range functional, operational and/or support planning/plans.

    (2) What are your key human resource requirements and plans, based on your Long-range objectives and action and performance plans?

    (3) How do you allocate resources to ensure accomplishment of your overall action and performance plans?

    (4) What are your key performance measures and/or indicators for tracking progress relative to your action and performance plans?

    (5) How do you communicate and deploy your long-range objectives, action and performance plans, and performance measures/indicators to achieve overall organizational alignment?

Provide a summary of the action and performance plans and related human resource plans derived from the organization's overall strategy. Briefly explain how critical action and performance plan requirements, including human resource plans, key processes, performance measures and/or indicators, and resources are aligned and deployed. Describe how performance relative to plans is tracked. Note any important differences between short- and longer-range plans and the reasons for the differences.

> Do the CAO's Performance Plan tasks and Performance Contract support DCMC, District and CAO goals and objectives? Is prioritization of tasks consistent with strategy? Has the CAO added local goals and objectives? Have goals and objectives been allocated to teams and individual employees? What is the performance tracking system? Are the budget and resources incorporated into the Performance Contract? How has the budget been allocated? Are gaps from the previous year's USA carried forward to current year action and performance plans? The CAO's functional planning should be evident in the Performance Plan and through interviews with Group Chiefs, Team Leaders and employees. Resource allocation should be evident in: budget plans, FTE execution plans, obligation plans, and sub-allocation plans.

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b.   Performance Projection

(1)   What are your two-to-five year projections for key performance measures and/or indicators? Include key performance targets and/or goals, as appropriate.

(2)   How does your projected performance compare with competitors, key benchmarks, and past performance, as appropriate? What is the basis for these comparisons?

Provide a two-to-five year projection of key measures and/or indicators of performance based on the likely changes resulting from the organization's action and performance plans. Include appropriate comparisons with similar offices and/or key benchmarks. Briefly explain the comparisons, including any estimates or assumptions made in projecting performance comparison and/or benchmark data.

> Does the CAO have multi-year projections? A Business Case? How were they developed? Do they link to DCMC and CAO long-range planning?

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3 Customer and Sponsor Focus

3.1 Customer and Sponsor Knowledge   **Approach – Deployment**

We have a systematic approach for determining our customer's and sponsor's requirements, expectations and preferences.

a. Customer and Sponsor Knowledge

(1) How do you determine or target customers, customer groups and/or market segments? How do you consider customers of competitors and other potential customers and/or markets in this determination?

(2) How do you listen and learn to determine key requirements and drivers of purchase decisions for current, former, and potential customers? If determination methods differ for different customers and/or customer groups, include the key differences.

(3) How do you determine and/or project key product and service features and their relative importance/value to customers and sponsors for purposes of current and future marketing, product planning, and other business developments, as appropriate? How do you use relevant information from former and current customers and sponsors, including marketing/sales information, customer retention, won/lost analysis, and complaints, in this determination?

(4) How do you keep your listening and learning methods current with business needs and directions?

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Relative to future requirements: Does the CAO receive feedback from DCMC Customer Liaison Representatives? How active are CAO customer interfaces (PIs, Team Leaders, ACOs, etc.? Use of information from the following sources:
   - Early CAS
   - Pre Award Surveys
   - Major contract modifications or ECPs
   - Requests for procurement

Does the CAO maintain a close relationship with District and DCMC headquarters regarding acquisition sponsor requirements and focus?

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3.2 Customer and Sponsor Satisfaction and Relationships   Approach – Deployment

We listen to and respond to formal and informal complaints, measure customer satisfaction, and follow-up with our customers and sponsors.

a.   Customer and Sponsor Relationships

(1) How do you determine key access mechanisms to facilitate the ability of customers and sponsors to conduct business, seek assistance and information, and make complaints? Include a summary of your key mechanisms.

(2) How do you determine key customer contact requirements and deploy these requirements to all employees involved in the response chain?

(3) What is your complaint management process? Include how you ensure that complaints are resolved effectively and promptly, and that all complaints received are aggregated and analyzed for use in overall organizational improvement.

(4) How do you build relationships with customers and sponsors for repeat business and/or positive referral?

(5) How do you keep your approaches to customer and sponsor access and relationships current with business needs and directions?

> What is the role of Customer Liaison representatives?   PIs, Team Leaders, others?

b.   Customer and Sponsor Satisfaction Determination

(1) What processes, measurement methods, and data do you use to determine customer and sponsor satisfaction and dissatisfaction? Include how your measurements capture actionable information that reflects customers' future business and/or potential for positive referral. Also include any significant differences in processes or methods for different customer groups and/or market segments.

(2) How do you follow up with customers and sponsors on products/services and recent transactions to receive prompt and actionable feedback?

(3) How do you obtain and use information on customer and sponsor satisfaction relative to competitors and/or benchmarks, as appropriate?

(4) How do you keep your approaches to satisfaction determination current with business needs and directions?

> Has the CAO formalized customer review points in the CAS cycle? Has the CAO provided each customer with complaint POCs? What does the CAO do when aware of customer and sponsor problems? Has the CAO designated a central point of contact or customer complaint monitor (or advocate)?
> How does the CAO know how well it's doing with respect to customer and sponsor satisfaction relative to customer and sponsor expectations? Surveys, verbal and written comments, periodic meetings? Is the Postcard Trailer system being used?
> - Customer surveys   - Verbal/written communications
> - Customer visits/Outreach

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4 Information and Analysis

4.1 Measurement of Organizational Performance   **Approach – Deployment**

We identify, select, collect and use internal performance information and data, and we collect performance information and data on similar organizations.

a. Measurement of Organizational Performance

(1) How do you address the major components of an effective performance measurement system, including the following key factors?

- selection of measures/indicators, and extent and effectiveness of their use in daily operations
- selection and integration of measures/indicators and completeness of data to track your overall organizational performance
- selection, and extent and effectiveness of use of key comparative data and information
- data and information reliability
- a cost/financial understanding of improvement options
- correlations/projections of data to support planning
- information infrastructure including LANs, desktops, laptops and software

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Is the collection of metrics used by managers adequate and comprehensive? Are DCMC top and feeder metrics being used? Are the approximately 240 DCMC metrics data elements being inputted and maintained as applicable? What local metrics are being used? Can the CAO relate data being collected to Performance Plan goals and objectives? Who reviews data to verify its accuracy? How and how often? What is the role of senior leaders in data selection? Has a PIO been appointed? Is the PIO visible in supporting data issues including selection, administration and validation of data? Is information being collected disseminated to the right people? Are they using it? Can the CAO explain any discrepancies in the Performance Portfolio prepared by the Program Analysis Group? How will they correct any data errors revealed by the Portfolio?
Deployment and management of DCMC data Systems:

- PLAS	- TALES
- ALERTS	- ACTS
- CMICS	- MOCAS
- ITS	- Policy letters
- Information security	- DIRAMS
- SPECS	

Describe infrastructure capabilities and limitations

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(2) How do you keep your performance measurement system current with business needs and directions?

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4.2 Analysis of Organizational Performance   **Approach – Deployment**

We aggregate and analyze information and data to assess and understand organization performance and to support organizational evaluation, planning and improvement.

a. Analysis of Organizational Performance

(1) How do you perform analyses to support your senior executives' organizational performance review and your organizational planning? How do you ensure that the analyses address the overall health of your organization, including your key business results and Long-range objectives?

(2) How do you ensure that the results of organizational-level analysis are linked to work group and/or functional-level operations to enable effective support for decision making?

(3) How does analysis support daily operations throughout your organization? Include how this analysis ensures that measures align with action and performance plans.

Is the DCMC metrics system (including PowerPlay software) being used to generate CAO-to-CAO comparisons? CAO-to-DCMC averages?

For metrics that are not tracked via DIRAMS, what tolls are used to track them?

To what extent have Cognos tools (PowerPlay, Impromptu) been deployed to retrieve data from DIRAMS? How often and by how many people are these tools used?

Are trend charts prepared from DCMC metrics and local data? Are performance analyses, e.g. Pareto charts, being performed?

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5 Human Resource Focus

5.1 Work Systems   **Approach – Deployment**

Our work systems and policies enable and encourage members to contribute effectively to performance objectives.

a.   Work Systems

   (1) How do you design, organize, and manage work and jobs to promote cooperation and collaboration, individual initiative, innovation, and flexibility, and to keep current with business needs?

   (2) How do your managers and supervisors encourage and motivate employees to develop and utilize their full potential? Include formal and/or informal mechanisms you use to encourage and support employees in job- and career-related development/learning objectives.

   (3) How does your employee performance management system, including feedback to employees, support high performance?

   (4) How do your compensation, recognition, and related reward/incentive practices reinforce high performance?

   (5) How do you ensure effective communication, cooperation, and knowledge/skill sharing across work units, functions, and locations, as appropriate?

   (6) How do you identify characteristics and skills needed by potential employees; how do you recruit and hire new employees? How do you take into account key performance requirements, diversity of your workforce, and fair workforce practices?

> Storefront structures, e.g. multi-functional teams, Program Support Teams and Integrated Product Teams, are work processes which are designed to support action and performance plans, to facilitate communications and cooperation, and to improve responsiveness. Is Storefront implemented IAW policy letters? Are roles and responsibilities of Team leaders and TAG consistent with policy? Status of position descriptions (PDs)? Are PDs linked to CAO and team performance plans? Is communication occurring between individual teams to ensure issues affecting multiple teams, e.g. common supplier problems, are recognized, communicated, and corrected in a timely manner? Are individual initiative and self-directed responsibility encouraged?

> How are employees/teams recognized for their contributions to mission and/or improvement? Status of performance appraisals? Awards programs? Is recognition linked to CAO, team and individual performance plans?

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5.2 a. Employee Education, Training, and Development   **Approach – Deployment**

We have a formal approach for training and developing members for organizational responsibilities and for supporting achievement of business objectives.

(1) How does your education and training approach balance short- and longer-range organizational and employee needs, including development, learning, and career progression?

(2) How do you design education and training to keep current with business and individual needs? Include how job and organizational performance are used in education and training design and evaluation.

(3) How do you seek and use input from employees and their supervisors/managers on education and training needs, expectations, and design?

(4) How do you deliver and evaluate education and training? Include formal and informal education, training, and learning, as appropriate.

(5) How do you address key developmental and training needs, including diversity training, management/leadership development, new employee orientation, and safety, as appropriate?

(6) How do you address performance excellence in your education and training? In clude how employees learn to use performance measurements, performance standards, skill standards, performance improvement, quality control methods, and benchmarking, as appropriate.

(7) How do you reinforce knowledge and skills on the job?

> How are priority one and two training needs determined, planned and accomplished such as safety, legal, DAWIA, PROCAS, QA certification, ISO, customer/product derived?
> How are commodity/process certifications tracked to ensure currency? IDP status?
> Role of SFAs? Are informal training methods, e.g. mentoring or networking, effective?

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5.3 Employee Well-Being and Satisfaction   **Approach – Deployment**

We provide a work environment and climate that is beneficial for our members.

In your response, address the following Areas:

a.   Work Environment

How do you address and improve workplace health, safety, and ergonomic factors? How do employees take part in identifying these factors and in improving workplace safety? Include performance measures and/or targets for each key environmental factor. Also include significant differences, if any, based upon different work environments for employee groups and/or work units.

> Is the workplace appropriate, adequate, safe and efficient?   Is there a safety and health Council? How active is its role in securing an adequate work environment?

b.   Employee Support Climate

(1) How do you enhance your employees' work climate via services, benefits, and policies? How are these enhancements selected and tailored to the different categories and types of employees, and to individuals, as appropriate?

> Status of labor/management agreements?

(2) How do senior leaders, managers and supervisors encourage and motivate employees to develop and utilize their full potential in a diverse workforce?

> Are senior leaders and Group and Team Leaders proactive in establishing a working atmosphere that is based on mutual respect and understanding? Morale and Welfare Councils?

c.   Employee Satisfaction

(1)   How do you determine the key factors that affect employee well-being, satisfaction, and motivation?

(2)   What formal and/or informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation? How do you tailor these methods and measures to a diverse work force and to different categories and types of employees? How do you use other indicators such as employee turnover, absenteeism, grievances, and productivity to assess and improve employee well-being, satisfaction, and motivation?

(3)   How do you relate assessment findings to key business results to identify work environment and employee support climate improvement priorities?

<table>
<tr><td>How are employee satisfaction levels determined? What use was made of ICS information? Have improvement plans for high priority employee issues been prepared?
         - Health and safety surveys   - Suggestion boxes
         - Number and type of hot-line calls</td></tr>
</table>

1999 DCMC CRITERIA FOR PERFORMANCE EXCELLENCE

6 Process Management

6.1 Mission Processes   **Approach – Deployment**

We have a systematic approach for anticipating and assimilating new work, and we assure that mission services meet acquisition sponsor and procurement customer requirements.

a.   Design Processes

   (1) What are your design processes for products/services and their related production/de livery processes?

   (2) How do you incorporate changing customer/market requirements into product/service designs and production/delivery systems and processes?

   (3) How do you incorporate new technology into product/service and into production/delivery systems and processes, as appropriate?

   (4) How do your design processes address design quality and cycle time, transfer of learning from past projects and other parts of the organization, cost control, new design technology, productivity, and other efficiency/effectiveness factors?

   (5) How do you ensure that your production/delivery process design accommodates all key operational performance requirements?

   (6) How do you coordinate and test design and production/delivery processes to ensure capability for trouble-free and timely introduction of products/services?

   > How are customer inputs incorporated into One Book execution by the CAO? Does the LOD process capture customer priorities? Are they reflected in CAO planning for PROCAS, risk management, surveillance planning, or resource allocation? Role in Early CAS? SPI? PROCAS? Use of Management Councils? Are MOAs/LODs current? Are newly submitted SPI and contractor self-governance proposals evaluated by all parties and in a timely manner?

b. **Management of Mission Processes**

(1) What are your key production/delivery processes and their key performance requirements?

(2) How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

(3) What are your key performance measures and/or indicators used for the control and improvement of these processes? Include how real-time customer input is sought, as appropriate?

(4) How do you improve your production/delivery processes to achieve better process performance and improvements to products/services, as appropriate? How are improvements shared with other organizational units and processes, as appropriate?

What is the role of risk assessment in process management? Relative to processes that each team and/or TAG executes: Are supervisors engaged with work review and quality assurance? What are a Team Chief's checks and balances on team performance? How are processes and products reviewed for compliance, capability, control? Can the CAO successfully describe contractor performance with respect to cost, schedule, and performance to contract requirements for the CAO's major programs? Is contractor oversight effective? How are surveillance plans prepared and executed in general and for performance based contracts in particular? PROCAS? Use of Management Councils? What implication do process performance results have on process management effectiveness?

Are Management Control Reviews (MCRs) based on risk assessment, and are they effective in evaluating CAO One Book compliance and processes for surveillance/ oversight of contractor processes? Are MCR results (records) used to reconsider local SOPs, supervision, training or resource allocation for CAS processes including surveillance/oversight?

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6.2 Support Processes   **Approach – Deployment**

Process discipline and quality focus apply to internal processes as well.

a. Support Processes

    (1) What are your key support processes?

    (2) How do you determine key support process requirements, in corporating input from internal and/or external customers, as appropriate? What are the key operational requirements (such as productivity and cycle time) for the processes?

    (3) How do you design these processes to meet all the key requirements?

    (4) How does your day-to-day operation of key support processes ensure meeting key performance requirements? How do you determine and use in-process measures and/or customer feedback in your support processes?

    (5) How do you improve your support processes to achieve better performance and to keep them current with business needs and directions, as appropriate? How are improvements shared with other organizational units and processes, as appropriate?

Relative to support processes: What are the MSG Team Chief's checks and balances on MSG and other teams' performance regarding support processes? Is the MSG Chief engaged with work review and quality assurance? How are support processes and products reviewed for compliance, capability, control and internal customer satisfaction? What implication do support process performance results have on support process management effectiveness?

- Admin Support Activities (Mail, Orders, Supplies)
- Travel
- Legal Services
- Public Affairs
- CAO Property Controls
- Gov't Vehicles
- Budget Admin/Control
- IMPAC Credit Card
- Records/Files Mgt
- Suggestion Program
- Equipment Mgt (Pagers, copiers, fax, cell phones)
- Facilities Mgt
- Repro/Printing Mgt
- ADPE Management (LAN, Hardware, S/W, Telephones, Bulletin Boards, Home Pages, ADP Security

- GSA Vehicles
- PLAS
- TALES/time keeping
- Mail Management
- Facilities Management
- Supplies Management
- Security Mgt (Personnel & Physical)
- Safety
- Pubs/Forms Mgt
- Emergency/Recall Planning
- FOIA

Are Management Control Reviews (MCRs) effective in evaluating CAO support processes? Are MCR Results (records) used to reconsider local SOPs, supervision, training or resource allocation for support processes?

6.3 Supplier and Partnering Processes   **Approach – Deployment**

And, we extend process discipline and quality focus to our suppliers and partners.

a. Supplier and Partnering Processes

    (1) What key products/services do you purchase from suppliers and/or partners?

    (2) How do you incorporate performance requirements into supplier and/or partner process management? What key performance requirements must your suppliers and/or partners meet to fulfill your overall requirements?

    (3) How do you ensure that your performance requirements are Met? How do you provide timely and actionable feedback to suppliers and/or partners? Include the key performance measures and/or indicators and any targets you use for supplier and/or partner assessment.

    (4) How do you minimize overall costs associated with inspections, tests, and process and/or performance audits?

    (5) How do you provide business assistance and/or incentives to suppliers and/or partners to help them improve their overall performance and to improve their abilities to contribute to your current and longer-range performance?

    (6) How do you improve your supplier and/or partner processes, including your role as supportive customer/partner, to keep current with your business needs and directions? How are improvements shared throughout your organization, as appropriate?

Are there DCAA/DFAS/GSA agreements? Are these agreements current and adequate?

How are DFAS, DCAA, and GSA support? Relative to supplier/partner processes: How are supplier/partner processes and products reviewed for compliance, capability, control? What implication does supplier/partner process performance results have on supplier/partner process management effectiveness?

Are Management Control Reviews (MCRs) effective in evaluating CAO processes for surveillance/oversight of supplier/partner processes? Are MCR Results (records) used to reconsider local SOPs, supervision, training or resource allocation for supplier/partner processes?

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7 Business Results

[For all quantitative measures and/or indicators of performance, **provide graphs depicting current levels and trends.** Include appropriate comparative data for similar organizations. **DCMC top and feeder metrics plus CAO unique metrics and budget data should be displayed under 7.1, 7.2, 7.3, 7.4 and 7.5 as appropriate.** These metrics may also be evaluated using the DCMC MMR Stoplight Criteria (Green, Yellow and Red ratings) and summarized in a table sorted by Criteria item (see the Metrics Annex on the following pages.)]

7.1 Customer and Sponsor Focused Results   **Results**

We have objective and valid customer satisfaction data and great results.

a. Customer and Sponsor Focused Results

  (1) What are your current levels and trends in key measures and/or indicators of customer and sponsor satisfaction, dissatisfaction, and satisfaction relative to competitors?

  (2) What are your current levels and trends in key measures and/or indicators of customer loyalty, positive referral, customer-perceived value, and/or customer relationship building, as appropriate?

  (3) What are your current levels and trends in key measures and/or indicators of product and service performance?

Summarize current levels and trends in key measures and/or indicators of customer and sponsor satisfaction and dissatisfaction, including appropriate comparative data for similar organizations inside or outside of government. Address different customer groups and operating environment segments, as appropriate.

> Does the CAO have results for postcard trailers, surveys, input from liaisons and customers, correspondence from customers indicating levels of satisfaction?

7.2 Financial and Mission Results   **Results**

We have objective and valid financial and mission performance data and great results in areas most important to our stakeholders and customers.

a. Financial and Mission Results

(1)   What are your current levels and trends in key measures and/or indicators of financial performance, including aggregate measures of financial efficiency, and/or economic value, and fiscal stewardship performance, including resource utilization and overall financial management of the organization's business, as appropriate?

(2)   What are your current levels and trends in key measures and/or indicators of overall mission and/or operating (non-financial) performance, including attainment of performance goals and objectives not reflected in 7.3, 7.4 or 7.5., as appropriate?

Summarize current levels and trends in key measures and/or indicators of financial and mission results, including appropriate comparative data for similar organizations inside or outside of government.

What were the budget results for the CAO? FTEs? Obligation rates?

What were the CAO performance trends including trends related to contractor performance? For geographic offices, some selection of contractors may be required— perhaps those on the Contractor Alert List (CAL).
             Software Recommendations Adopted
             SPI

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7.3 Human Resource Results   **Results**

We have objective and valid data and great results for employee satisfaction.

a. Human Resource Results

> (1) What are your current levels and trends in key measures and/or indicators of employee well-being, satisfaction and dissatisfaction, and development?

> (2) What are your current levels and trends in key measures and/or indicators of work system performance and effectiveness?

Summarize current levels and trends in key measures and/or indicators of employee well-being, satisfaction, development, work system performance, and effectiveness. Address all categories and types of employees, as appropriate. Include appropriate comparative data.

> What were the Human Resource results for the CAO? Turnover? Sick leave usage?
> Recognition rates? Accident and grievance rates?

7.4 Supplier and Partner Results   **Results**

We have objective and valid data and great results for the performance of our suppliers and partners.

a. Supplier and Partner Results

What are your current levels and trends in key measures and/or indicators of supplier and partner performance? Include your performance and/or cost improvements resulting from supplier and partner performance and performance management.

Summarize current levels and trends in key measures and/or indicators of supplier and partner performance. Include organization performance and/or cost improvements attributed to supplier and partner performance, as appropriate. Include appropriate comparative data.

> What were the performance trends for DFAS and DCAA?

7.5 Organization Effectiveness Results   **Results**

We have objective and valid data and great results in all other performance areas.

a. Organizational Effectiveness Results

(1)   What are your current levels and trends in key measures and/or indicators of key design, production, delivery, and support process performance? Include productivity, cycle time, and other appropriate measures of effectiveness and efficiency.

(2)   What are your results for key measures and/or indicators of regulatory/legal compliance and citizenship? What are your results for key measures and/or indicators of accomplishment of organizational strategy?

Summarize key organization-specific results derived from: product and service quality and performance; key process performance; productivity, cycle time, and other effectiveness and efficiency measures; regulatory/legal compliance; and other results supporting accomplishment of the organization's strategy and action and performance plans, such as new product/service introductions. For all quantitative measures and/or indicators of performance, provide current levels and trends. Include appropriate comparative data.

Include all remaining DCMC and CAO metrics.

METRICS EXHIBIT

METRIC	FY99 PERF PLAN REF	METRIC REF	GOAL	COLOR CODE
Note: All metrics and goals are subject to change. Refer to the latest "DCMC Performance Plan update and/or to a particular "CAO's Performance Contract."				
7.1 Customer and Sponsor Focused Results				
Post Card Trailer Responses	None	3.11.1.2	Increase	
Customer Satisfaction Surveys	1.2.1	3.11.1.3	5 or greater, 90% of overall customer base	
Milestn Custmr Sat Impl Plan	1.2.2	Pending	Milestones	
7.2 Financial Results				
Obligation Rates, Actual vs. Planned	None	1.1.2	100%	
FTE Rates, Actual vs. Planned	None	1.1.7	100%	
GSA Vehicle Utiliz Rate (Except DCMDI)	2.1.11	1.1.12	Incr to 98%	
Net Usable Space at Noncontractor Locations	2.1.12	1.1.9	Decr to 130 Sq Ft per persn	
High Grade Positions (14 up)	2.1.13	1.1.5	Per CAO Contract	
Employee/Supervisory Ratio	2.1.14	1.1.4	Incr to 14:1	
PLAS Measures	2.1.19	1.1.14	Incr to 98% reptng	
Paperless Transactions	2.2.1	1.2.7	Incr to 90% of all transactions	
7.2 Mission Results				
Service Standard Survey Results	None	1.3.1	Increase	
Completeness of CAL	None	2.1.1.2	Incr to 98%	
Packaging Discrepancies per 1K Ship's	None	3.4.1	Decrease	
Shipping Document Cycle Time	None	3.5.2	Decrease	
ECPs to Correct Design per 1K Contracts	None	3.10.1	-5% of FY98 ave	
Maj/Crit Waivers/Dev's per 1K Contracts	None	3.10.1.1	-5% of FY98 ave	
Delay Forecast Accuracy	None	3.7.1.2	0 days	
Delay Forecast Timeliness	None	3.7.2.1	Incr to 95%	
Percent Conforming Items	1.1.1	3.7.1.3	>4th qtr FY98 ave	
Percent Schedules on Time	1.1.2	3.7.1	FY98 ave +5%	
Past Due Delinquencies	1.1.3	3.7.1.5	FY98 ave -10% if =/< 1yr; 0 > 1yr	
Delay Forecast Coverage	1.1.4	3.7.1.1	TBD	
Schedule Slippage on Major Programs	1.1.5	3.12.2	-10% of FY98	
Cost Overruns in Major Programs	1.1.5	3.12.1	-10% of FY98	
Class I ECP Cycle Time	1.1.6	3.10.2.2	-5% of FY98	
Customer Priority List Response Timeliness – ALERTS	1.1.8	3.7.2	+5% of ???	
Early CAS Actions	1.2.3	3.11.1.4	Rate 5 or higher,	

METRIC	FY99 PERF PLAN REF	METRIC REF	GOAL	COLOR CODE
			90% custmrs	
Software Recommendations Adopted	1.2.4	3.10.1.6	Incr to 80%	
Canceling Funds	1.2.5	4.2.2.1	Incr to 85% funds not cancld	
Support to DoD Industrial Base Program	1.2.6	1.2.5	Incr Analyt asmt to 450 CAGES	
Preaward Survey Timeliness	1.2.7	2.1.2	Incr to 95%	
Congressional/OSD Suspense Timeliness	1.2.8	1.1.11	100% on time	
OH Negotiation Closed w/in a 3-yr Cycle	2.1.1	4.4.1	3 yrs or less	
Contractor Segments Covered by FPRAs	2.1.2	2.2.1.1	96% FPRA/R 68% FPRA	
Contract Closeout Timeliness	2.1.3	Pending	75% oth than FP 90% FP	
Termination Cycle Time	2.1.4	4.1.2	Decr to 450 days	
Overage Unresolved Audit Reports	2.1.5	2.2.1.3, 2.2.2.5/.7	-40% of FY98 ave	
Specialized Safety Effectiveness	2.1.6	Pending	Increase	
Composite Unit Cost Reduction	2.1.7	Pending	-5% of 4Q FY98	
Milestone Unit Cost Implementation Plan	2.1.8	Pending	Milestone	
Milestone IMS Implementation Plan	2.1.9	Pending	Milestone	
Electronic Doc Wrkflow Implementation (Boston, Clearwater, Phoenix, Sikorsky & Textron)	2.1.10	1.2.6	80% sites implemented	
Overage UCAs on Hand	2.1.15	2.2.2.1	Decr to 10%	
Negotiation Cycle time	2.1.16	2.2.2	Decrease	
Excess Functional Check Flight Sorties to Accept New/Overhaul Aircraft	2.1.17	3.8.1.2	-10% of FY98 ave	
Cost Savings and Avoidance	2.1.18	1.4.1	Compl Accur rep	
Excess Govt Property Disposed	2.2.2	3.2.1.2	+20% of FY98	
Amount of Property LDD	2.2.3	3.2.1	-15% of FY98	
Procurements Requiring Govt Source Inspection	2.2.4	Pending	Milestone	
SPI	2.2.5	1.2.4.1	+5% of FY98	
Contractor Participation in SPI	2.2.6	1.2.4.2	>FY98	
Negotiated Cost Savgs & Avoidance/SPI	2.2.7	1.2.4.3	+$200M over FY98	
Contract/Mod MOCAS Input Backlog	2.2.8	1.2.7.1	<30 days/kt <5 days/mod	
Acq Pollut Prevent Milestone Timeliness	2.2.9	Pending	Decr to 420 days	
IT Implementation Plan Development	2.3.2	Pending	Milestones	
ACO Mods Module Implementation	2.3.3	Pending	FY99 Milestones	
7.3 Human Resource Results				
Percent Courses Completed	None	1.8.1.1	Incr to 80%	
Training Investment to Payroll Level	3.1.1	1.8.1.4	Incr to 1.5% of gross payroll	
IDP/Employee Ratio	3.1.2	1.8.1.5	Incr to 100%	
Percent DAU Quotas Used	3.1.3	1.8.1.3	Incr to 95%	
Percent DAWIA Certified (Incumbents vs. position requirement)	3.1.4	1.8.1.2	I-70%, II-90%, III-98%	

METRIC	FY99 PERF PLAN REF	METRIC REF	GOAL	COLOR CODE
Training Implementation Plan Execution	3.1.5	Pending	Milestones	
Training Hours per Employee	3.1.6	1.8.1	Inc to 40 hr/empl	
EEO Complaint Closure Timeliness	3.2.1	1.1.10.1	Decr to 112 days	
EEO Complaints Referred for Alternate Dispute Resolution	3.2.2	1.1.10.2	Increase	
Civilian Performance Appraisals & Military Evaluation Timeliness	3.2.3	1.1.13	Incr to 100% on time	
FY97 ICS AFIs Improved	3.2.4	1.5.3	Incr to 7 of 10	
Unfair Labor Practices w Final Decision Against DCMC	3.2.5	1.6.1.2	Decr to 0	
(See also DAWIA and Acquisition Corps Results Below.)				
7.4 Supplier and Partner Results				
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
	N/A	N/A		
7.5 Organization Effectiveness Results (CAO Specific)				
AFIs for Obj 1.1—Right Item, Right Time, Right Price	1.1.99	N/A		
AFIs for Obj 1.2—Customer Sat	1.2.99	N/A		
AFIs for Obj 2.1—Catalyst for RBA	2.1.99	N/A		
AFIs for Obj 2.2—Accelerating Acquisition Reform via Commercial Practices	2.2.99	N/A		
AFIs for Obj 2.3—Improved Business Results with IT	2.3.99	N/A		
AFIs for Obj 3.1—Right Talent	3.1.99	N/A		
AFIs for Obj 3.2—Positive Work Environment	3.2.99	N/A		
[Include other organization-specific results.]				

Series	DAWIA Certifications								Acquisition Corps Membership		
	Level I		Level II		Level III		Total				
	Req	Obt	Req	Obt	Req	Obt	Req	Obt	Req	Obt	Addl
1101											
1102											
1103											
1910											
1150											
301											
343											
8XX (All)											
Others (List)											
Military											
Totals											
% Complete											

GLOSSARY

ACAT – Acquisition category.

ACTS – Automated Configuration Tracking System.

ADPE – Automated data processing equipment.

DCMC-B/P/I/AC – DCMC Headquarters directorates for Operational Programming and Assessment (B), Contract Management Policy (P), Integration (L), and Information Systems Procurement (AC).

ALERTS – An automated delivery surveillance systems for contracts administered by DCMC.

AMS – Automated Metrics System.

BaSE – Gap analysis software from IN Technology Corporation.

CAL – Contractor Alert List

CAO – Contract Administration Office.

CAS – Contract Administration Services.

COB – Command Operations Briefing (DCMDW).

Criteria – The 1998 DLA Criteria for Performance Excellence.

Customer – SAE, PEO, and program and buying offices.

DAE – Defense Acquisition Executive

DASC – DLA Administrative Support Center.

DAU – Defense Acquisition University.

DAWIA – Defense Acquisition Workforce Improvement Act.

DBMS – Defense Business Management System.

DCAA – Defense Contract Audit Agency.

DFAS – Defense Finance and Accounting Service.

DLA – Defense Logistics Agency

Early CAS – CAS services provided prior to contract award.

ECP – Engineering Change Proposal.

EPA – Environmental Protection Agency.

FAR – Federal Acquisition Regulation.

FOIA – Freedom of Information Act.

FMR – Financial Management Review.

FPM – Federal Personnel Manual.

FPRA – Forward Pricing Rate Agreement.

FTE – Full-Time Equivalent (employee).

Gap Analysis – USA process for determining underlying causes for weak areas.

GPRA – Government Performance and Results Act.

GSA Vehicles – Vehicles owned by General Services Administration and leased to CAOs.

ICS – Internal Customer System.

ITS – Internal Tracking System.

IDP – Individual Development Plan.

IMPAC – Supply credit card used by CAOs.

IOA – Internal Operations Assessment.

LOD – Letter of Delegation.

LDD – Lost, damaged or destroyed property.

Metrics – Performance measurement system (see AMS) aligned with the Performance Plan and used to report and aggregate CAO performance data.

MCR – Management Control Review.

MMR – Mission Management Review.

MOA/MOU – Memorandum of Agreement or Memorandum of Understanding.

MOCAS – Mechanization of CAS.

MSG – Management Support Group.

OA – Obligation Authority.

Obligation Rates – Actual versus planned obligations.

One book – DLA Directive 5000.4.

OSHA – Occupational Safety and Health Act/Agency.

PBAM – Performance Based Assessment Model.

PI – Program Integrator.

PLAS – Performance Labor Accounting System.

POC – Point of Contact.

PMR – Performance Management Review.

PPBS – Planning, Programming & Budgeting System.

PROCAS – Process Oriented CAS.

ROI – Return on Investment.

RUC – Resource Utilization Council.

SAE – Service Acquisition Executive.

Seven Rights – Standardized DCMC performance measures (Right Item, Right Time, Right Price, Right Advice, Right Reception, Right Efficiency, & Right Talent).

SFA – Senior Functional Advisor.

SOPs – Special Operating Procedures.

SMR – Special Management Review.

SPECS – Software Professional Estimating and Collection System.

SPI – Single Process Initiative.

Stakeholder – Any interested party—directly refers to reporting chain superiors, but includes governing regulations, customers, employees, and the public.

S/W – Software.

TAG – Technical Assessment Group.

TALES – Time, Attendance and Labor Exception System.

Top Four – Reference to "top four" senior leaders in a CAO (Commander and Chiefs of Technical Assistance, Operations, and Mission Support Groups).

UCA – Undefinitized Contractural Action.

UNSECDEF – Under Secretary of Defense.

USA – Unit Self-Assessment.